Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, May 22, 2015 at the hour of 9:00 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I.   Attendance/Call to Order

Chairman Wiese called the meeting to order.

Present: Chairman Dorene P. Wiese and Director Lewis M. Collens (2)

                  Directors Hon. Jerry Butler, Ada Mary Gugenheim and Emilie N. Junge

Present
Telephonically: Board Chairman M. Hill Hammock (ex-officio)

Absent: None (0)

Additional attendees and/or presenters were:

Douglas Elwell – Deputy CEO of Finance and Strategy
Randolph Johnston – Associate General Counsel
Gladys Lopez – Chief of Human Resources
Gillian Marshall – Cook County Bureau of Human Resources
Jennifer Purcell – Labor Employment Attorney

Elizabeth Reidy – General Counsel
Shellie Riedle – Cook County Department of Budget and Management Services
Deborah Santana – Secretary to the Board
Agnes Therady – Executive Director of Nursing

II.   Public Speakers

Chairman Wiese asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speaker:

1.   George Blakemore   Concerned Citizen

III.   Report from Chief of Human Resources (Attachment #1)

Gladys Lopez, Chief of Human Resources, provided an overview of the report, which included information on the following subjects:

Internal and External Vacancies Filled;
Comparison of Vacancies Filled;
Clinical vs. Non-Clinical Vacancies Filled;
FY2015 Separations and Hires;
CCHHS FY2015 Turnover by New Hires;
FY2015 All Employee Turnover;
Licensed Nurse Vacancies Filled;
FY2015 Licensed Nurse Turnover; and
FY2015 HR Goal: Improve / Reduce Average Time to Hire.

During the discussion of the information, Director Collens inquired regarding the turnover rates; he asked whether data can be provided on the average length of time that people are on the payroll. Ms. Lopez responded that she plans to provide this information at the June meeting, as part of the focus presentation.

IV. **Action Items**

    A. Minutes of the Human Resources Committee Meeting of April 17, 2015

        Chairman Wiese, seconded by Director Collens, moved to accept the minutes of the meeting of the Human Resources Committee of April 17, 2015. THE MOTION CARRIED UNANIMOUSLY.

    B. Any items listed under Sections IV and V

    C. Approval of negotiated wages and healthcare changes for:
      • SEIU Local 73- Health Care Professionals
      • SEIU Local 73- Hospital Technologists
      • SEIU Local 73- Service Employees
      • SEIU Local 73-Hospital Technicians

Action was considered on this item following the adjournment of the closed meeting.

    Chairman Wiese moved to approve the negotiated wages and healthcare changes for SEIU Local 73 healthcare professionals, hospital technologists, service employees and hospital technicians.

    The motion failed due to lack of a second.

Chairman Wiese stated that this matter will be placed on the May 29, 2015 CCHHS Board of Directors Agenda for consideration; in the meantime, information requested by Director Collens relating to this matter will be collected and sent to the Board prior to the meeting on May 29th.

V. **Closed Meeting Items**

    A. Report from Chief of Human Resources
    B. Discussion of personnel matters
    C. Update on labor negotiations
    D. Discussion of litigation matters

    Chairman Wiese, seconded by Director Collens, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(**1**), regarding "the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity," 5 ILCS 120/2(c)(**2**), regarding "collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees," and 5 ILCS 120/2(c)(**11**), regarding "litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting." THE MOTION CARRIED UNANIMOUSLY and the Committee recessed into a closed meeting.

V.   Closed Meeting Items (continued)

Chairman Wiese declared that the closed meeting was adjourned. The Committee reconvened into the open meeting.

Action was considered on Item IV(C) – negotiated wage and healthcare changes for SEIU Local 73 healthcare professionals, hospital technologists, service employees and hospital technicians, following the adjournment of the closed meeting (see page 2).

VI.   Adjourn

As the agenda was exhausted, Chairman Wiese declared that the meeting was ADJOURNED.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXX
Dorene P. Wiese, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

ATTACHMENT #1

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Human Resource Committee

Gladys Lopez, Chief of Human Resources

May 22, 2015

Internal & External Vacancies Filled

FY15 Vacancies Filled through 04/20/15 by Hiring Source (448)

Legend:
- ■ External/New Hire (275)
- ■ Transfer (77)
- ■ Promotion (96)
- ■ Pending (74)

Chart (stacked bar values):

	Dec	Jan	Feb	Mar	Apr	May
Promotion	9	18	23	19	27	
Transfer	12	17	9	20	19	
External/New Hire	48	66	53	34	74	
Pending						74
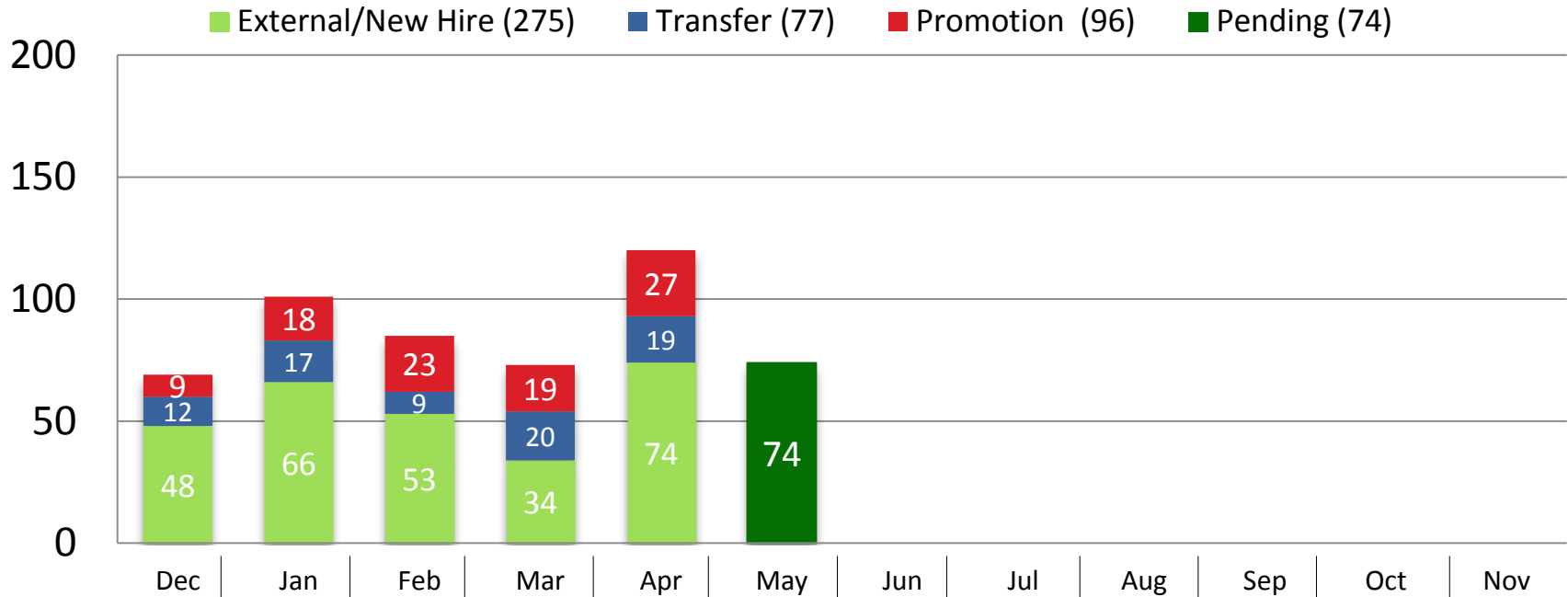
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Total CCHHS Vacant Positions	1084	1018	1066	1108	1064							
[1]Total RTHs In HR	913	744	734	830	844							
[2]Positions in Development	171	274	332	278	220							
External Vacancies Filled	48	66	52	34	74							

[1] Fluctuation is based on new RTHs received and a Department decision to hold or re-class a PID.
[2]Positions to support strategic initiatives, such as re-organizations

COOK COUNTY HEALTH & HOSPITALS SYSTEM CCHHS

Comparison of Vacancies Filled

FY15 Hires: Comparison of FY13, FY14 to FY15 (thru 04/20/15)
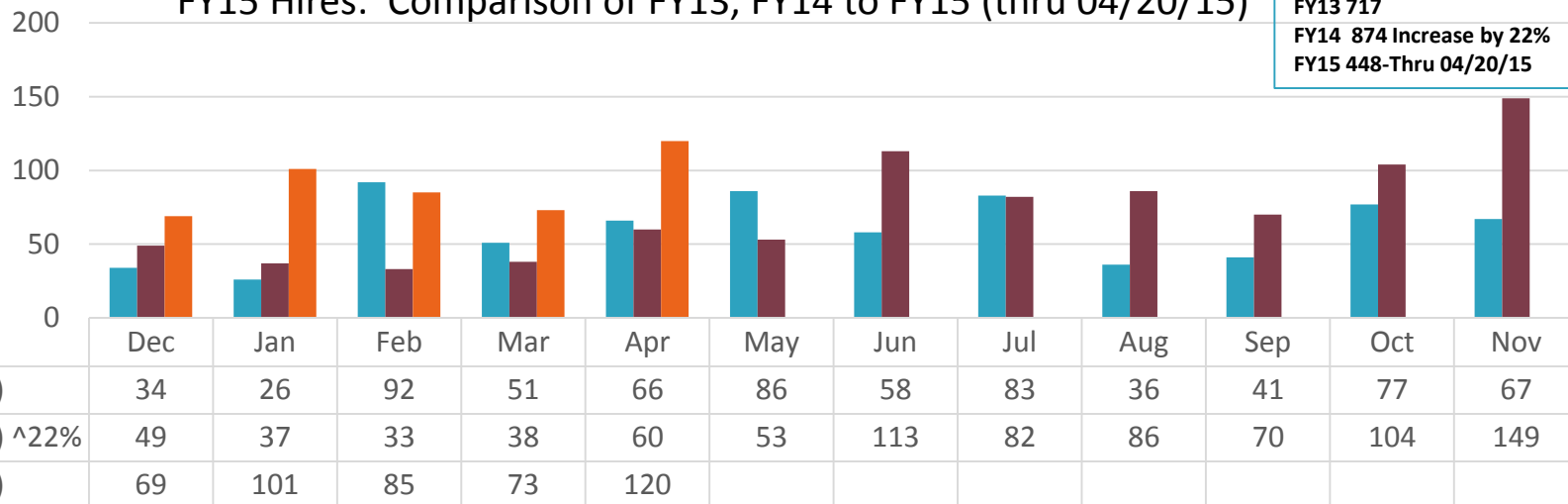
FY13 717
FY14 874 Increase by 22%
FY15 448-Thru 04/20/15

# of Hires

	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
FY13 (717)	34	26	92	51	66	86	58	83	36	41	77	67
FY14 (874) ^22%	49	37	33	38	60	53	113	82	86	70	104	149
FY15 (448)	69	101	85	73	120							

Thru 04/20/15

FY15 Vacancies Filled by Job Function / Open Positions
(YTD vacancies filled has increased by 106% as compared to this same time frame last year)

Job Function	FY14 Hired	FY14 YTD Thru April 2014	FY15 YTD Thru April 2015	FY15 RTHs in Process (As of 4/20/15)
Finance	15	1	17	[1] 126
HIS	5	2	4	18
Licensed Practice Nurses	24	2	11	7
Nursing (CNI, CNII, APN, Nurse Coordinator, Clinician)	311	70	146	313
Physicians	97	38	28	94
Pharmacy	49	20	8	47
Other	373	83	234	239
Total	**874**	**216**	**448**	[2] **844**

[1] Medicaid eligibility insourcing
[2] Fluctuates month to month based on vacancies filled hires and new requisitions received.

Page 7 of 15

COOK COUNTY HEALTH & HOSPITALS SYSTEM
CCHHS

Clinical vs. Non-Clinical Vacancies Filled

FY15 Clinical (296) vs. Non-Clinical (152) Vacancies Filled (448)

Clinical Classifications / Titles (296)	Non-Clinical Classifications / Titles (152)
Attendant Patient Care	Building Service Worker
Case Managers	Business Manager
Clinic Coordinator	Clerical / Administrative
Correctional Medical Technician	Executives
Dentistry	Finance
EKG Tech	Food Service / Dietary
Electrocardiagram Technician	Hospital Information System
Emergency Response Technician	Human Resources / Labor Relations
Emergency Room Technician	Leadership/ Management
Epidemiologist	Legal
Health Service Representative	Procurement / Supply Chain
Hearing & Vision	Public Health Emergency Response Coordinator
Laboratory	Safety
Licensed Practical Nurse	Sanitarian
Medical Assistant	Scheduler/Dispatcher
Medical Lab Technician	Telecommunications
Medical Social Workers	Trades
Medical Technologist	
Mental Health Specialist	
Nursing	
Pharmacy	
Physician Assistant	
Physicians	
Psychologists	
Radiology	
Special Procedure Tech	
Sterile Processing Tech	
Ward Clerk	

Non-Clinical, 152 (34%)

Clinical, 296 (66%)

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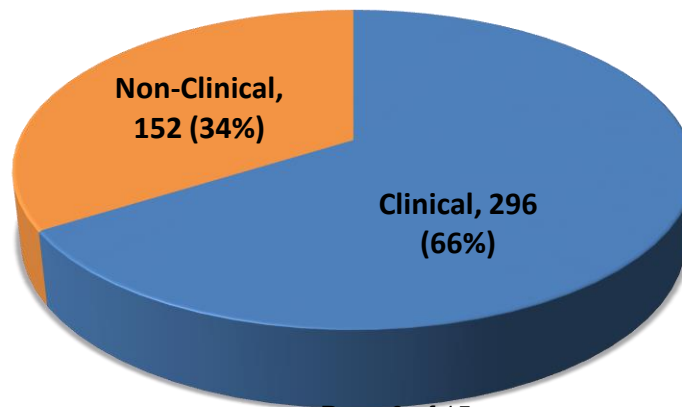
FY15 Separations and Hires

FY15 Separations (255) & External Hires (275)

Legend:
- Separations by Month (255)
- FY15 External Hires (275)
- FY15 Internal Candidates (173)

Month	Separations by Month (255)	FY15 External Hires (275)	FY15 Internal Candidates (173)
Dec	158	48	21
Jan	22	66	35
Feb	30	53	32
Mar	22	34	39
Apr	23	74	46
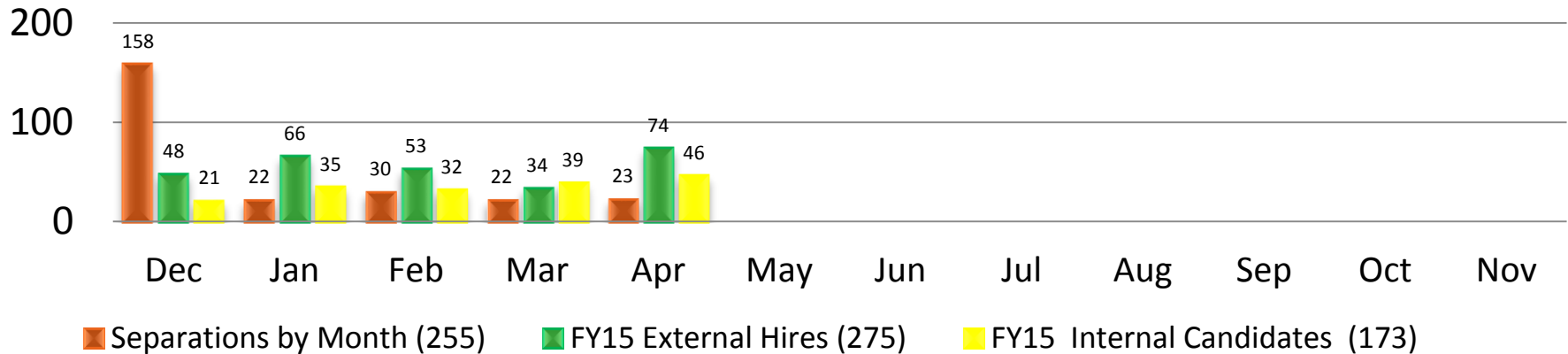
Separations by Reason as of 04/30/15

- Deceased (5) — 2%
- Discharged (26) — 10%
- Resignation (68) — 26%
- Retirement (155) — 61%

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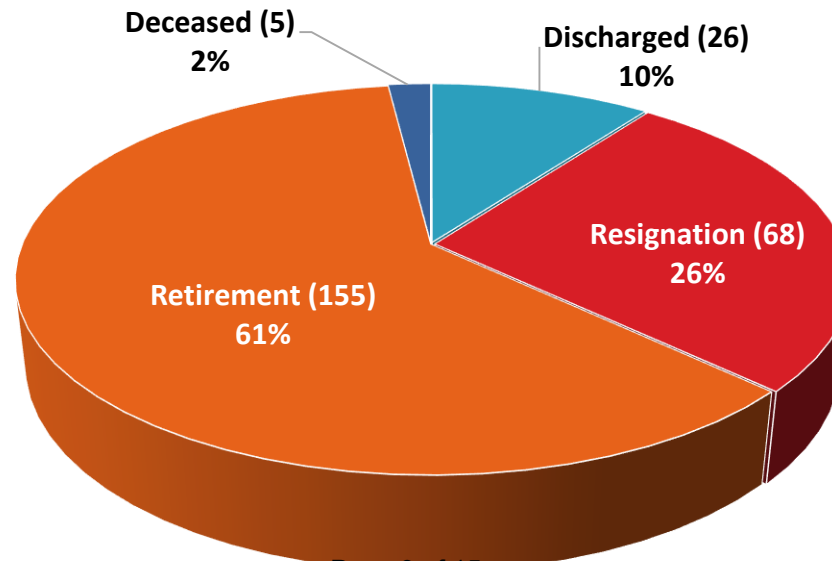
CCHHS FY15 Turnover by New Hires

Turnover of FY15 New Hires (275) (9%)

Legend:
- New Hires (275)
- Separations (24)

Category	New Hires	Separations
HIS	1	0
Finance	13	0
LPNs (20%)	10	2
Nursing (14%)	78	11
Other (6%)	151	9
Pharmacy (33%)	6	2
Physicians	16	0

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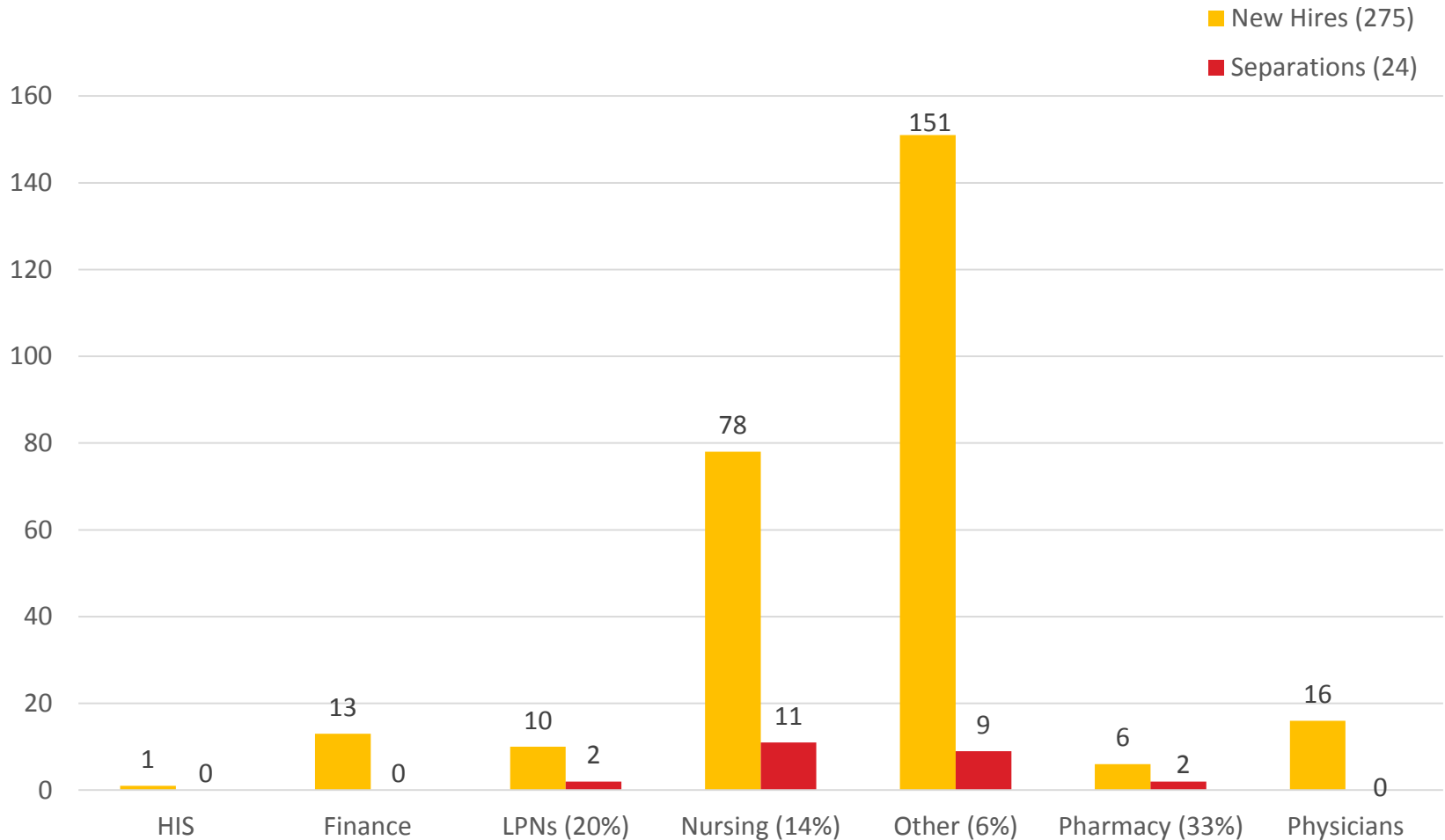
FY15 All Employee Turnover

Turnover Year-to-Date – 0.4%

Turnover

Month	Turnover
Dec	2.6%
Jan	0.4%
Feb	0.5%
Mar	0.4%
Apr	0.4%

Opening FTE

Month	Opening FTE
Apr	6298
Mar	6201
Feb	6151
Jan	6096
Dec	6017

Internal Hires (173)   External Hires (275)

Month	Internal Hires	External Hires
Dec (69)	21	48
Jan (101)	35	66
Feb (85)	32	53
Mar (73)	39	34
Apr (120)	46	74

Separations (255)

Month	Separations
Dec	157
Jan	22
Feb	30
Mar	23
Apr	23

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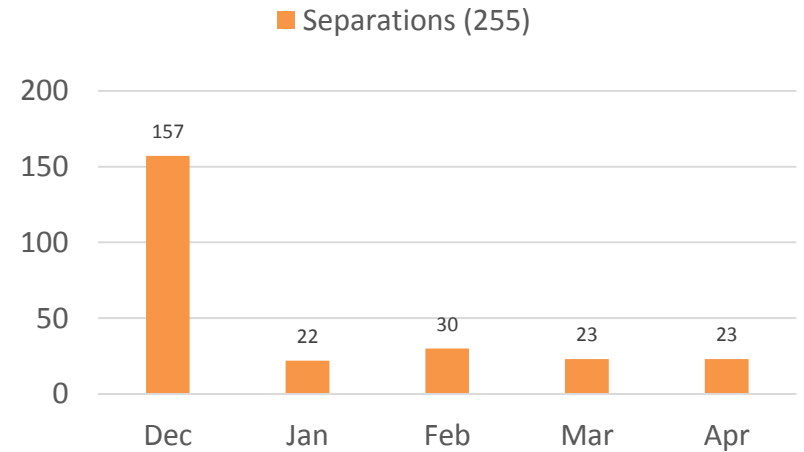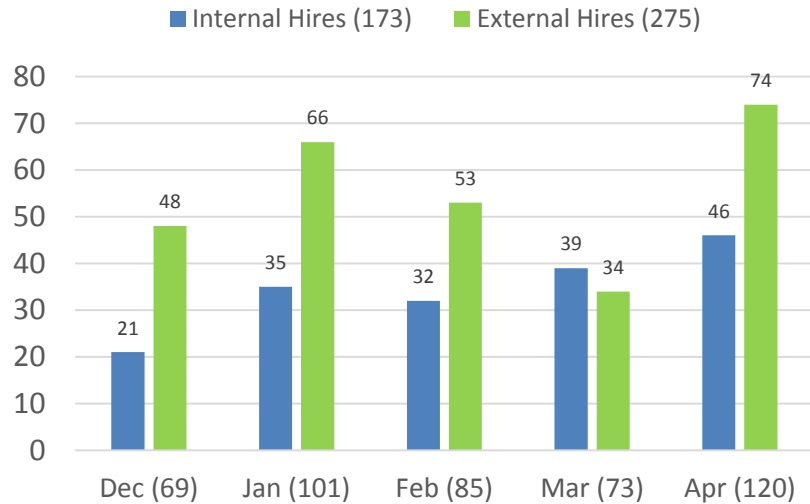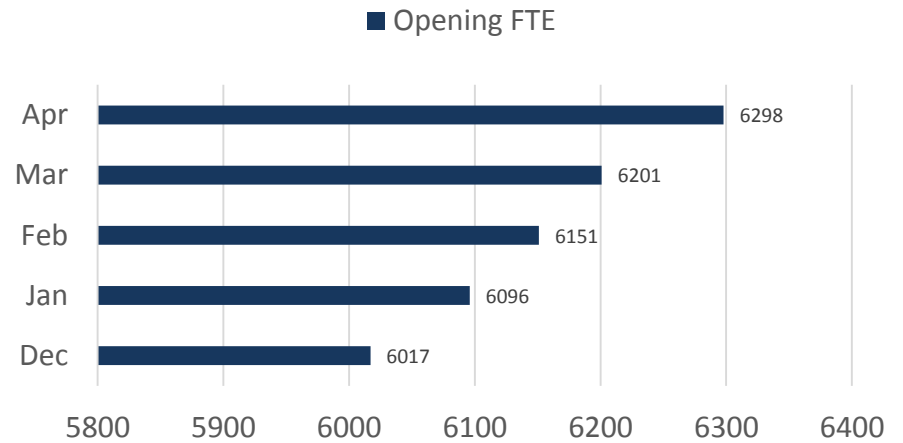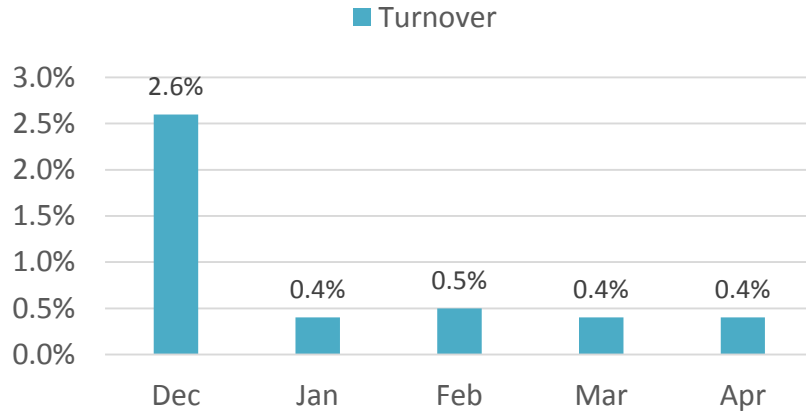
Licensed Nurse Vacancies Filled

Comparison of Nursing Vacancies Filled – FY 14 to FY15 Year-to-Date

Year To Date (Thru 4/20/15)	FY14	FY15
TOTAL NEW HIRES	27	78
TOTAL TRANSFERS	30	31
TOTAL PROMOTIONS	13	37
TOTAL VACANCIES FILLED	70	146

YEAR TO DATE HIRES (FY14 VS. FY15)

■ FY14 (70) ■ FY15 (146)

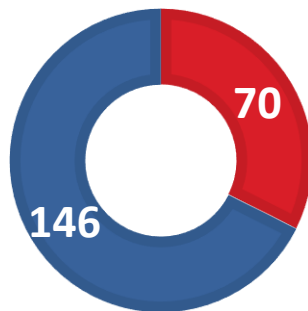■ FY14 (70) ■ FY15 (146)

Advanced Practice Nurse — FY14: 6, FY15: 5
Clinical Case Manager — FY15: 2
Clinical Nurse I — FY14: 44, FY15: 81
Clinical Nurse II — FY14: 3, FY15: 17
Director of Clinical... — FY14: 1
House Administrator — FY15: 4
In-House Registry Nurse — FY14: 5, FY15: 16
Instructors — FY15: 1
Nurse Clinician — FY14: 3, FY15: 6
Nurse Coordinator — FY14: 6, FY15: 8
Nurse Epidemiologist — FY14: 1
Public Health Nurse — FY14: 1, FY15: 5
Registered Nurse I — FY15: 1
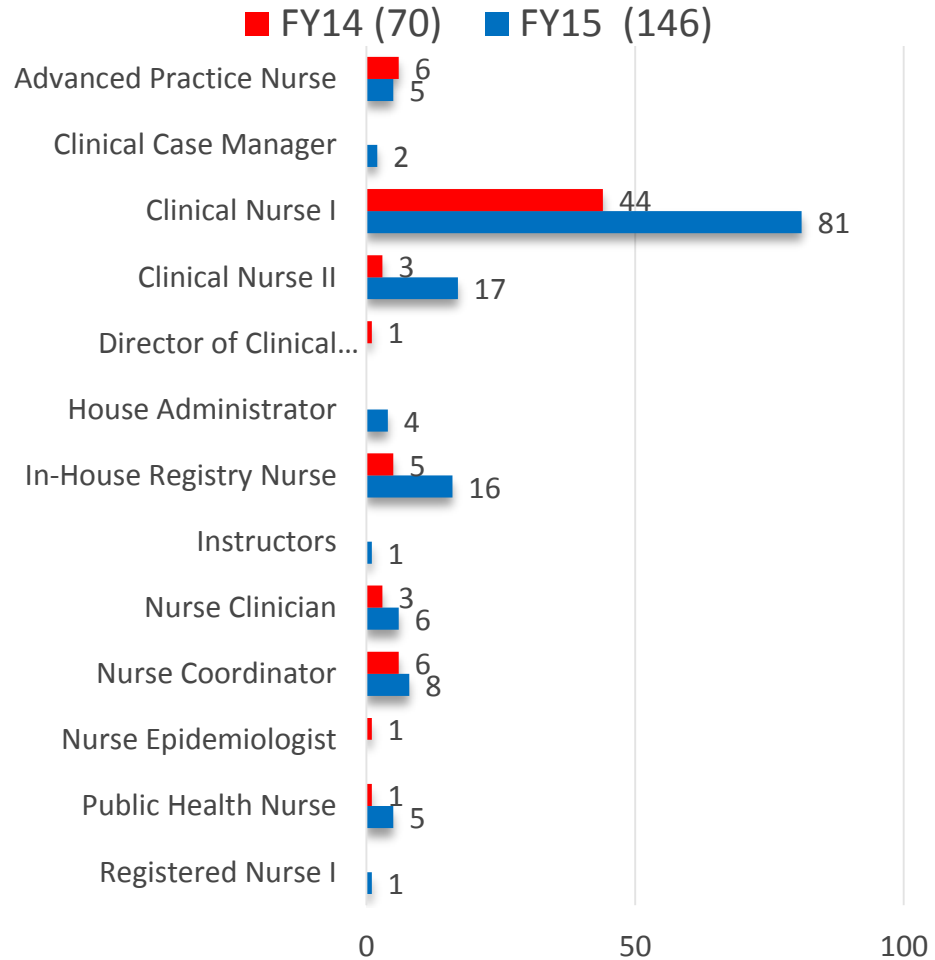
FY15 Licensed Nurse Turnover

Nursing Turnover Fiscal Year-to-Date – 0.4%

Turnover

Month	Turnover
Dec	3.9%
Jan	0.3%
Feb	0.2%
Mar	0.5%
Apr	0.4%

Opening FTE

Month	Opening FTE
Apr	1443
Mar	1421
Feb	1375
Jan	1318
Dec	1342

Internal Hires (83) / **External Hires (151)**

Month	Internal Hires	External Hires
Dec (29)	10	19
Jan (61)	21	40
Feb (49)	20	29
Mar (29)	13	16
Apr (66)	19	47

Separations

Month	Separations
Dec	53
Jan	4
Feb	3
Mar	7
Apr	6

COOK COUNTY HEALTH & HOSPITALS SYSTEM

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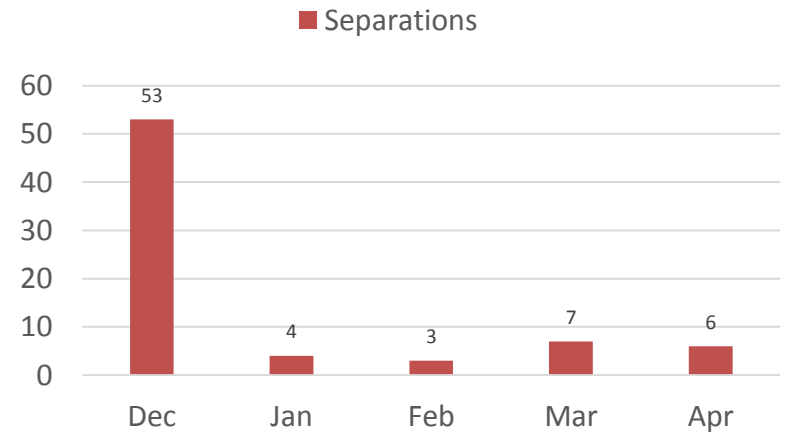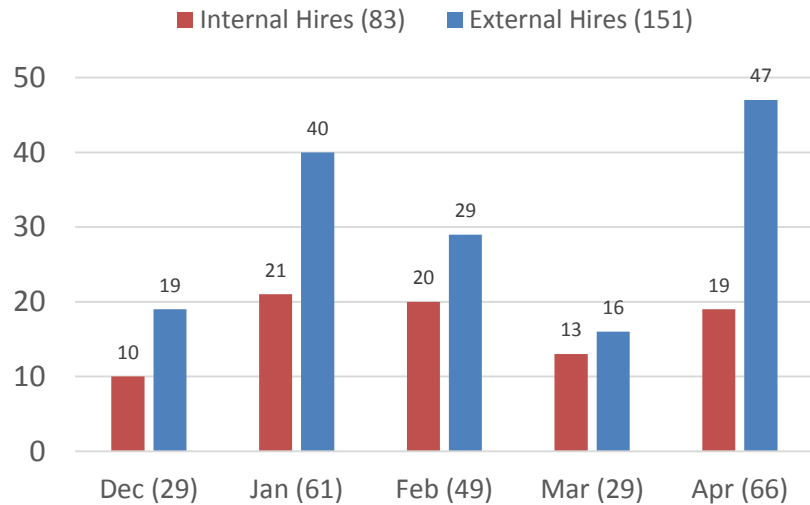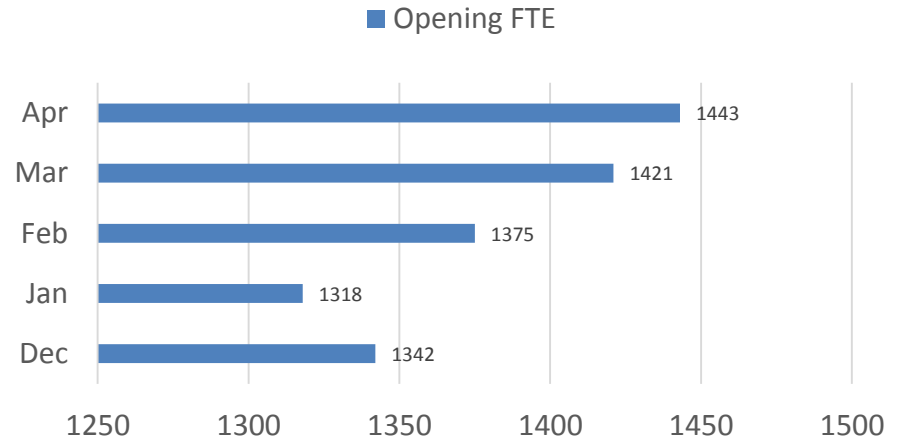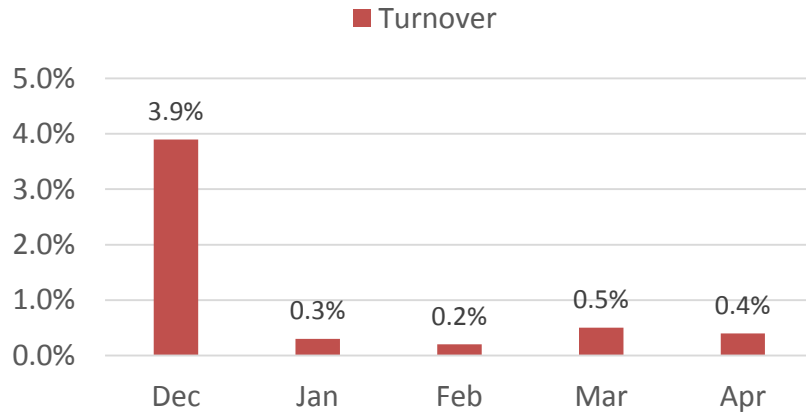
FY15 HR Goal: Improve/Reduce Average Time to Hire

Budget to Recruiting average of 30 Days

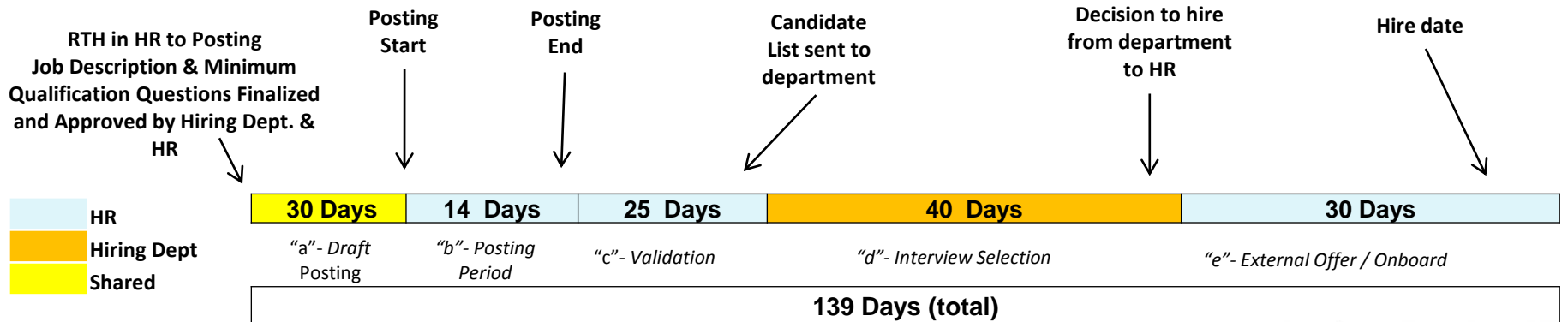|	FY15 Goals:	2014 Actual	2015 Target	Dec Actual	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	YTD Avg	YTD Variance
a	Average # of days from Request to Hire approval to Posting Open	91	**30**	80	48	73	51	**19**			**50**	**67%**
b	Average # of posting days	14	**14**	13	9	12	13	**13**			**12**	**-14%**
c	Average # of days from Posting Close to Interview Referral	28	**25**	33	22	27	30	**33**			**29**	**16%**
d	Average # of days from Interview Referral to Decision to Hire to HR. (Interview/Selection)	29	**40**	29	23	32	28	**40**			**31**	**-22%**
e	Average # of days from decision to hire until actual Hire Date. *Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.*	41	**30**	55	49	51	52	**46**			**50**	**53%**
f	Average # of days from Request to Hire to Hire Date	203	**139**	209	151	195	168	**151**			**172**	**24%**

Goal: Within 10% of target

RTH in HR to Posting Job Description & Minimum Qualification Questions Finalized and Approved by Hiring Dept. & HR

Posting Start

Posting End

Candidate List sent to department

Decision to hire from department to HR

Hire date

HR
Hiring Dept
Shared

30 Days	14 Days	25 Days	40 Days	30 Days
"a"- Draft Posting	"b"- Posting Period	"c"- Validation	"d"- Interview Selection	"e"- External Offer / Onboard

139 Days (total)

Benchmark: 58
Data source: TLNT The Business of HR

http://www.tlnt.com/2014/08/14/employers-find-that-time-to-fill-job-rates-are-growing-hit-13-year-high/

COOK COUNTY HEALTH & HOSPITALS SYSTEM
CCHHS

FY15 HR Goal: Improve/Reduce Average Time to Hire

Hiring Waterfall & Snapshot (04/30/15)

Waterfall chart — Count of positions

Stage	Value
Total Positions	1292
Management/Finance	32
To be posted	63
Currently posted	196
In validation	40
Awaiting referral/ repost	88
Interviews in Process	168
Offer being extended	59
Candidate in process	85
Hire date set	113
Vacancies Filled	448

Responsibility bands:
- Shared Responsibility
- Human Resources
- Management
- Human Resources
- Management Human Resources

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